

# Diversity Management News

## Table of Contents

- 1 2nd Annual HBCU Workshop
- 1 Diversity in Physics
- 2 Generational Diversity
- 3 Book Review
- 3 Workforce Demographics
- 4 Hispanic Heritage Club Awards Five 2008 Scholarships
- 4 Continued articles

## NSLS Hosts 2nd Annual Historically Black Colleges and Universities Workshop

Expanded in both attendance and duration, the 2nd Annual NSLS Historically Black Colleges and Universities (HBCU) Workshop focused on strengthening existing research ties between Brookhaven and minority-serving schools as well as establishing new ones. Held July 23-25, the workshop attracted 17 participants from nine institutions to learn how to transform themselves and their students into successful synchrotron users. Also participating were representatives from the National Science Foundation (NSF) and the U.S. Department of Energy, Office of Basic Energy Sciences, Experimental Program to Stimulate Competitive Research (EPSCoR) program.

Participants in the workshop, which was organized by the NSLS and Brookhaven's Office of Educational Programs (OEP), were welcomed by Laboratory Director Sam Aronson, who stressed the importance of reaching out to potential minority scientists early in their careers.



## Panel Discussion on "Diversity in Physics"

Women and minorities, greatly outnumbered in physics, often feel the effects of others' intentional and unintentional biases. On May 29, more than 100 women and men gathered in Berkner Hall to discuss disparities and encourage equity in the field. The event — entitled "Diversity in Physics: What Can We Do Better?" — was a special session of the 2008 RHIC and AGS Annual Users' Meeting.

Three speakers — physicist Meg Urry, Yale University; social scientist Laurel Smith-Doerr, National Science Foundation (NSF); and physicist Elke-Caroline Aschenauer, Thomas Jefferson National Laboratory (JLab) — used quantitative, data-driven research to illustrate their findings as they addressed the question, "Why are there so few women in the physical sciences?"

Urry, who chairs the Department of Physics at Yale and directs the Yale Center for Astronomy & Astrophysics, cited numerous studies to refute typical claims for why so few women and minorities are in the field of physics. Her findings pointed to unintentional tendencies demonstrated by both women and men. One study Urry cited showed that letters of recommendation for women are more likely to contain adjectives like "hard-working" and "diligent" rather than adjectives like "outstanding" or "brilliant," and that recommendations are more likely to discuss a woman's personal life and contain deal-breakers such as, "her work was good considering how many personal problems she had." (Trix & Penska, 2003)

Smith-Doerr, an NSF program director, discussed her research comparing women's careers in biology in hierarchical organizations, such as academia, pharmaceutical companies, and national laboratories, to those in organizations with less formal structures, such as some smaller biotech firms. Smith-Doerr's own findings demonstrated that less structured organizations that promote collaboration and transparency are typically more equitable. For example, in such organizations, women are 7.9 times more likely to be supervisors. In contrast, they are 60 percent less likely to work in a supervisory role in hierarchically structured organizations, Smith-Doerr found.

Aschenauer, currently employed at JLab, is a leader in high-precision physics research both in

*continued on pg. 4*

*continued on pg. 4*

**Hispanic  
Heritage Month  
Sept. 15 - Oct. 15**

## Mission Statement

The Diversity Office supports the Laboratory's mission to do world-class science by implementing programs to provide a pipeline of qualified, diverse candidates; promoting an inclusive work environment; and recommending to the Laboratory Director policies and procedures that ensure (1) equitable treatment and opportunities for all employees; (2) an environment free from harassment; and (3) encourage respect for individual differences.

"If you just start at the level of finished scientists, those who already have their Ph.Ds, the competition is so great that it's hard to build a diverse workforce," he said. "It's much better to develop the scientists of the next generation when they're undergraduates, or even earlier. It's programs like these that are able to do that."

Brookhaven's Diversity Office Manager Shirley Kendall told the participants that she's aware that a fair number of HBCU faculty and minority scientists have been exposed to Brookhaven National Laboratory through the user community, fellowships, internships, or visiting research programs.

"What we need to do is exactly what you're already doing — bring the graduate and undergraduate students to BNL," she said, adding that "We won't stop trying to make a difference in having you as a part of our community, because, without you, we can't be certain we have the best talent. If we don't have a scientific community that's diverse in every way, we probably are not offering the world the best science."

During the three-day workshop, the participants — about half of whom had never been to the NSLS — received basic information about synchrotron mechanics, specific NSLS beamlines and techniques, and future plans for science at NSLS-II. In addition, NSLS

# Linking Generational Diversity to Engagement and Bottom-Line Performance

The four generations (Traditionalist, Baby Boomer, Gen X and Gen Y) demonstrate different behaviors and expectations in the workplace. In order to fully engage each cohort, organizations have to acknowledge the differences, and respond by demonstrating organizational engagement. Generational differences and how cohort behaviors and expectations impact the ability to attract, keep and grow all four generations are highlighted below. Demonstrating organizational engagement (transparent, responsive, partnering) allows organizations to build and execute win-win strategies for all four generations.

Rosa Palmore, Diversity Office Affirmative Action Officer, HR staff and a half dozen other BNL employees attended the 17th annual conference of the Long Island chapter of the Society for Human Resource Management on April 11, 2008. The theme of the conference was "HR: Staying in Tune with Diversity." Although the daylong conference featured several motivational workshops, one workshop in particular stood out from the rest. The impact that four generations of workers is having on the work environment demands a

complete paradigm shift for hiring managers and supervisors. Presenter Adowa Buahene, discussed realities that many companies are facing as they gear up to build a diverse workforce. A report entitled "Herman Trend Alert: Global War for Talent" called attention to this dilemma more than a year ago. "Employers worldwide are stressed," the report concluded. "They're challenged to find, engage, and retain the skilled workers they need to manufacture their products and serve their customers. Some companies have had mission-critical jobs open for more than a year."

Is BNL exempt from this phenomenon of a shortage of talented workers? How skilled are our supervisors at managing a multi-generational workforce? Becoming aware of the changing dynamics of the workforce is the first step in developing strategies to attract and retain talented workers. Review the three slides below to learn more about the members of your work team.

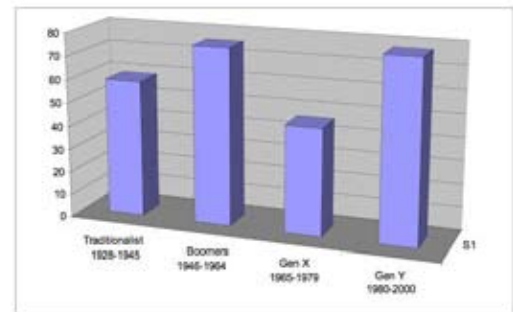
Presenter: Adwoa K. Buahene, M.A., is co-founder/managing partner of n-gen People Performance Inc. <http://www.shrmli-conference.org/workshops.html>

## Your Workforce

<b>Traditionalists (1922 – 1945)</b> <i>Goal is to build a legacy</i>	<b>63 – 86 years old</b>
<b>Baby Boomers (1946 – 1964)</b> <i>Goal is to put their stamp on things</i>	<b>44 - 62 years old</b>
<b>Gen Xers (1965 – 1980)</b> <i>Goal is to maintain independence</i>	<b>28 – 43 years old</b>
<b>Gen Y's (1981 – 2000)</b> <i>Goal is create life and work that has meaning</i>	<b>8 – 27 years old</b>

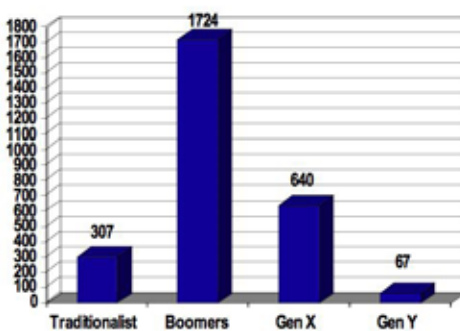
Source: n-gen People Performance Inc.

## Four Generations in the U.S. Workplace



Source: n-gen People Performance Inc.

## BNL's Four Generations in the Workplace: 3/31/08 Total Workforce is 2738



Source: HR Statistical Summary Report, 3/31/08 -- Page 4

## Relationship with the Organization

	Traditionalists	Boomer	Gen X	Gen Y
<b>Definition</b>	Loyal to the organization	Loyal to the team	Loyal to the manager	Loyal to colleagues
<b>Behaviors &amp; Expectations</b>	Long term commitment and tenure  Career = Opportunity	Add value by going that extra mile  Career = self-worth	Exceed expectations/deliver results  Career = one part of me	Ensure equitable treatment  Career = opportunity to add value & contribute

Source: n-gen People Performance Inc.

## Relationship with Authority

	Traditionalist	Boomers	Gen X	Gen Y
<b>Definitions</b>	Respect for authority and hierarchical system	Challenge authority	Unimpressed by authority	Respect for authority who demonstrate competence
<b>Behaviors &amp; Expectations</b>	Seniority & job titles are respected.  Tell me what I should do for you.	Desire flat organizations that are democratic.  Let me show you what I can do for you.	Competence and skills are respected.  Tell me what you can do for me.	This generation holds the competency.  Show me what you can do for me right now.

Source: n-gen People Performance Inc.

## Work Styles

	Traditionalist	Boomer	Gen X	Gen Y
<b>Definition</b>	Linear	Structured	Flexible	Fluid
<b>Behaviors &amp; Expectations</b>	Follow the rules  Change = Something is broken	Challenge the rules  Change = Caution	Change the rules  Change = Opportunity	Create the rule  Change = Improvement

Source: n-gen People Performance Inc.

# Workforce Demographics

## Report of Employment 3/31/08

Schedule	Black Male	Black Female	Hispanic Male	Hispanic Female	Am Ind/ Alk Native Male	Am Ind/ Alk Native Female	Asian/ Pacific Isl Male	Asian/ Pacific Isl Female	White Male	White Female	Total Male	Total Female	TOTAL
Management	1	4	-	1	1	-	7	2	106	30	115	37	152
Scientific Staff	3	-	9	4	-	-	87	12	282	29	381	45	426
Riken Fellows	-	-	-	-	-	-	1	-	2	-	3	-	3
Research Associates, Fellows, Visiting Scientists	-	2	3	2	-	-	54	18	53	19	110	41	151
Professional	17	2	12	2	-	-	35	14	274	44	338	62	400
Information Technology	3	3	7	-	-	-	31	15	159	38	200	56	256
Admin Monthly	3	34	4	17	1	-	-	8	50	300	58	359	417
Tech Monthly	12	4	10	1	2	-	9	1	377	17	410	23	433
Tech Weekly	1	-	1	-	-	-	-	-	5	2	7	2	9
Clerical Weekly	-	6	-	2	-	-	-	2	-	17	-	27	27
Union	53	31	18	5	5	-	1	1	267	35	344	72	416
Others*	1	2	1	1	-	-	4	-	18	21	24	24	48
TOTAL	94	88	65	35	9	-	229	73	1,593	552	1,990	748	2,738

## Report of Employment 9/30/07

Schedule	Black Male	Black Female	Hispanic Male	Hispanic Female	Am Ind/ Alk Native Male	Am Ind/ Alk Native Female	Asian/ Pacific Isl Male	Asian/ Pacific Isl Female	White Male	White Female	Total Male	Total Female	TOTAL
Management	1	3	-	1	1	-	7	2	112	28	121	34	155
Scientific Staff	2	1	9	4	-	-	81	11	285	27	377	43	420
Riken Fellows	-	-	-	-	-	-	1	-	-	-	1	-	1
Research Associates, Fellows, Visiting Scientists	-	2	2	2	-	-	57	17	48	19	107	40	147
Professional	15	2	12	1	-	-	32	14	266	45	325	62	387
Information Technology	3	3	7	-	-	-	30	15	151	36	191	54	245
Admin Monthly	3	35	3	17	1	-	-	7	50	292	57	351	408
Tech Monthly	14	4	10	1	2	-	9	1	374	17	409	23	432
Tech Weekly	1	-	-	-	-	-	-	-	7	2	8	2	10
Clerical Weekly	-	5	1	1	-	-	-	2	-	17	1	25	26
Union	49	31	19	5	5	-	1	1	270	35	344	72	416
Others*	-	2	1	1	-	-	6	1	12	22	19	26	45
TOTAL	88	88	64	33	9	-	224	71	1,575	540	1,960	732	2,692

\* "Others" includes standby labor, trainees, and joint appointments.

Source: Human Resources and Occupational Medicine Division Statistical Summary Reports 12/30/07 and 03/31/08.

# Book Review

**Loyalty is dead, or is it? Loyalty unplugged: How to Get, Keep & Grow All Four Generations definitely answers this question.** We reframe the concept of loyalty against the design and execution of people strategies. We suggest that the goal of people leaders should be to create employee engagement not loyalty. The four generations in the workplace—Traditionalist, Baby Boomer, Gen X and Gen Y—demonstrate different workplace behaviors because of their unique identities. Leaders must maximize those behaviors while managing the differences to create an engaged workforce. Loyalty Unplugged clarifies how to get, keep, and grow your human capital by responding to the generational identities. The book outlines what your

organization must do to build an engaged workforce. It shows leaders how to demonstrate the characteristics of organizational engagement.

This book is based on more than three years of research and client work. It is a comprehensive reference guide for all leaders responsible for getting, keeping, and growing high performance employees. It tackles the why, what, and how to within recruitment, orientation, total rewards programs, employee brand promises, career-pathing, learning and development, mentoring, performance management, succession planning and management practices.

Contact us if you would like ordering options.  
Toll-free: 1-877-362-7564 ext. 3. Email: [LoyaltyUnplugged@ngen](mailto:LoyaltyUnplugged@ngen)



#### *Diversity in Physics continued*

her native Germany and in the United States, and has studied and worked in Germany, the Netherlands, and Belgium. She noted differences in childcare, schooling, and mentoring among several European countries. Across Europe and even in countries where men and women are both expected to work, healthcare systems are inclusive, and childcare is provided, Aschenauer noted that only a fraction of females had high-level positions in the field of physics.

According to the presenters, several fundamental changes must occur. One is that biases need to be acknowledged — by minorities, by majorities, by students, and by leaders. Another is that young scientists need mentors — role models they can identify with and look up to. It is also important for those in leadership roles to ensure that women and minorities have a chance to succeed and for the community to hold leaders responsible for ensuring that this happens.

In discussions following the presentation, session attendee Barbara Jacak, a distinguished physics professor at Stony Brook and PHENIX Collaboration spokesperson, warned young scientists in the audience not to focus too much on disparities. Jacak said, “The natural response is to get angry, but it is essential to channel that anger into doing something. The right thing for young women to do is put all that energy into doing the science and succeeding.” She added, “The way more senior scientists and management can help is to use all opportunities to be aware of the bias and actively change it.” —Joe Gettler

#### *NSLS Hosts HBCU article continued*

staff members led a session on writing successful beam time proposals, and Sarah Lawrence College physicist Scott Calvin discussed possible avenues for developing a synchrotron curriculum for students.

At the end of the first day, the professors gave 10-minute presentations about their specific areas of interest, ranging from antibiotic resistance in aquatic environments to the intricate details of advanced x-ray detectors. They were then matched up with Brookhaven scientists with similar research backgrounds, who gave focused tours of the experimental floor, helped identify what beamlines and techniques would best fit their research needs, and assisted in writing beam time proposals related to their project. The professors presented their proposals on the last day of the workshop.

“After last year’s workshop, many of the professors commented that there wasn’t enough time to build a long-term research collaboration with our staff,” said NSLS Chair Chi-Chang Kao. “This year, we added an extra day, and built in time for participants to present their research proposals for feedback. The idea is to have them leave here with a near-final proposal in their hands.”

In addition, the group participated in a videoconference with NSF program directors, and a teleconference with representatives from DOE’s EPSCoR. Both discussions touched upon scientific program information, administration, and the grants, awards, postdoctoral fellowships, and undergraduate research opportunities available to the professors and their students.

The professors also discussed business related to the HBCU user consortium, now called the Interdisciplinary Consor-

tium for Research and Educational Access in Science and Engineering (INCREASE), which was created during last year’s workshop. Some of the group’s short-term goals include: placing at least one user at the NSLS from each school in the Consortium; setting up a mentoring program with NSLS staff; creating a two-course undergraduate sequence to teach synchrotron basics; and reaching out to other minority-serving institutions.

“I’m very grateful for the opportunity that Brookhaven provided because before coming here, I didn’t really know what a synchrotron was,” said Delaware State University chemistry professor Qiquan (Joshua) Wang. “Now I realize that it’s something I can use to increase the value of my research. I’d love to bring some of my experiments to the NSLS in the future.”

Cyril Broderick, an agriculture and natural resources professor at Delaware State University, agreed that the workshop was extremely beneficial.

“Synchrotrons, beamlines, particle accelerators, and details of their significant scientific outputs were mere theoretical concepts and major conceptual gaps in my scientific experience,” he said. “The workshop grounded my thinking and made the whole research framework of a synchrotron light source a living, functional, and understandable phenomenon that has great potential to enhance my research. I am now fashioning my research experiments to secure advantages through the use of beamline analyses in producing some stellar results in answering questions to research objectives of several projects that we are pursuing.”

—Kendra Snyder

#### **In May, BERA’s Hispanic Heritage Club (HHC)**

awarded academic scholarships of \$500 each to five local high school seniors who intend to pursue degrees in science or engineering. The award ceremony was attended by BNL Director Sam Aronson, Human Resources & Occupational Medicine Division Director Bill Hempfling, the Diversity Office’s Rosa Palmore, representatives from BERA and affiliated clubs, members of the HHC, BNL employees, and the scholarship recipients and their families.

NAME	HIGH SCHOOL	COLLEGE	MAJOR
Javier Alonso Rivera	William Floyd	St. Joseph’s	Biology
Reynaldo Alvarez	Bellport	Polytechnic University	Electrical Engineering
Andrew Castro	Riverhead	WCSU	Meteorology
Jessica Cruz	Longwood	Marist	Special Education
Donnie Mason	William Floyd	NYU	Computer Science

Founded in 2001, the HHC has about 30 members. This is the second year that the club is granting scholarships, which have been mainly funded by proceeds from ticket sales of HHC concerts. For more information, see the HHC web page, [www.bnl.gov/bera/activities/hispanic](http://www.bnl.gov/bera/activities/hispanic).



With Lab Director Sam Aronson (right) are (from left), awardees Donnie Mason and Andrew Castro, HHC treasurer Carmen Narvaez, awardee Jessica Cruz, HHC vice president Alejandro Sonzogni, awardees Javier Alonso Rivera and Reynaldo Alvarez, HHC corresponding secretary Yvette Malavet-Blum, and HHC president Carmen Alvarado.